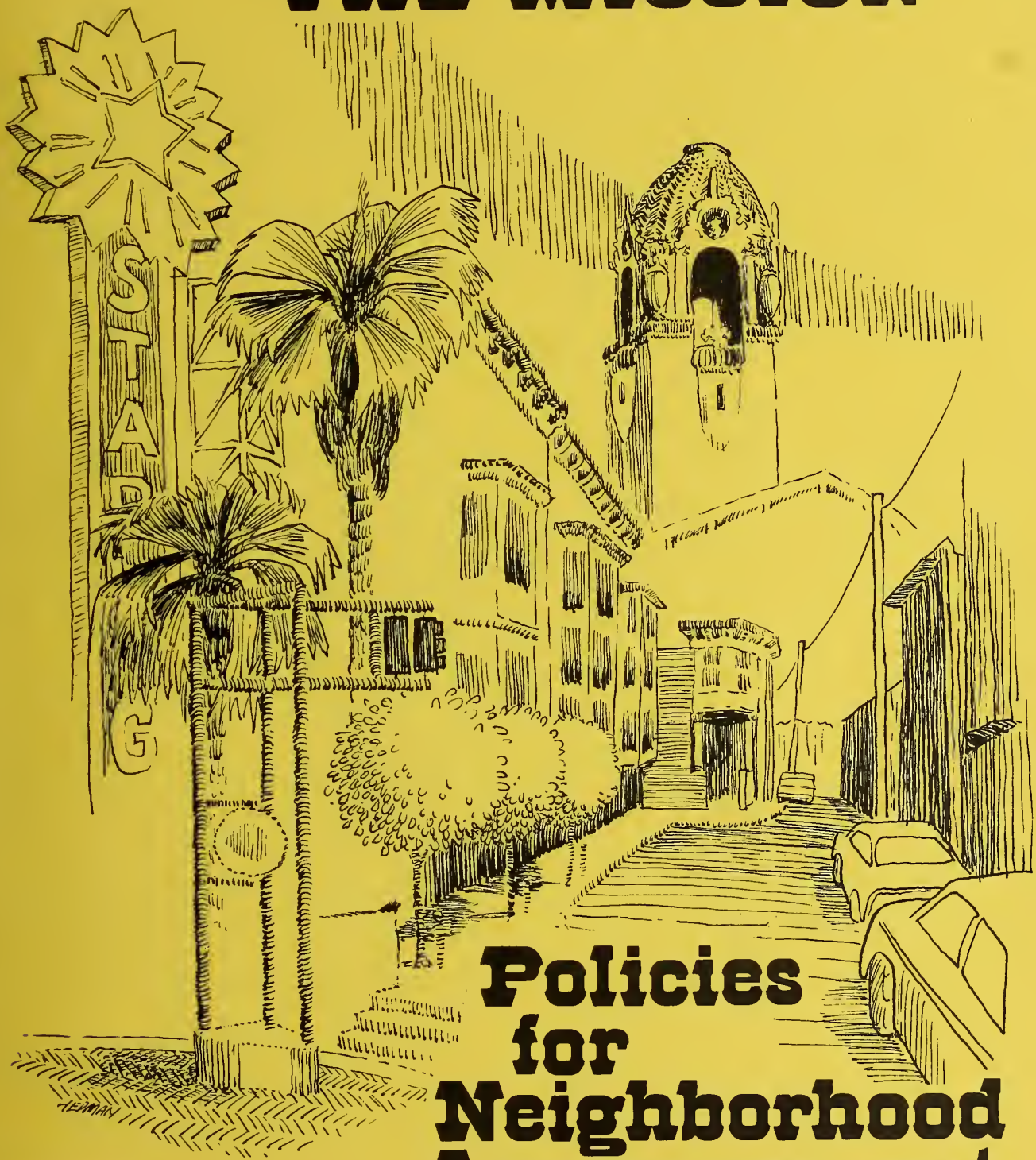
THE MISSION



Policies for Neighborhood Improvement

SAN FRANCISCO DEPARTMENT OF CITY PLANNING
January 1976

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Dept. of City Planning.
The Mission : policies
for neighborhood
[1976]

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INTRODUCTION

This report is about the Mission district -- a community of approximately 50,000 people located in the center of San Francisco. The Mission* (bounded by the James Lick Freeway, Army, Dolores and the Central Skyway) contains a broad cross-section of people of all ages, ethnic backgrounds and income levels. The physical qualities of the district are also varied; there is a wide range of housing types, land use patterns and development intensities.

The Mission district is San Francisco's oldest existing residential area. Through the years it has remained a stable neighborhood for workers and middle class professional families. These people have been attracted to the district by its sunny weather, central location and reasonably priced housing.

Since 1950 many immigrants from Latin America have settled in the Mission, and they now make up nearly half the district's total population. A strong cultural identity has grown in the Mission and is evident in much of the district. The Mission Dolores was designated as the city's first historic landmark. Colorful murals, depicting Mission and Latin-American history, decorate many buildings and play spaces. Small shops and restaurants of Latin character may be found throughout the district.

The Victorian era has also left its mark on the Mission. Buildings of varied styles with elaborately carved ornamentation line most of the neighborhood's streets. The Victorian-era buildings offer visible evidence of the district's part in the development of San Francisco.

The land use pattern of the Mission was set as early as 1860. Housing is present throughout the district; industry and heavy commercial uses are concentrated primarily in the northeastern portion; and stores and services are located along the major transportation routes: Mission, Valencia, 16th, 24th and Army Streets.

*The Mission district discussed in this report is often referred to as the "Inner Mission" and the area south of Army Street called the "Outer Mission". For purposes of this report "Mission" is synonymous with "Inner Mission".

While the Mission has many positive attributes, it also has a number of complex problems and issues in need of attention. Some of these issues are:

1. How to ensure that the Mission's diverse residential, commercial and industrial sectors work together to meet the needs and provide for the betterment of all people of the Mission.

2. How to strengthen the commercial and industrial base of the Mission in a manner consistent with neighborhood preservation goals.

3. How to encourage the development of new housing in the Mission while protecting and improving the existing housing stock.

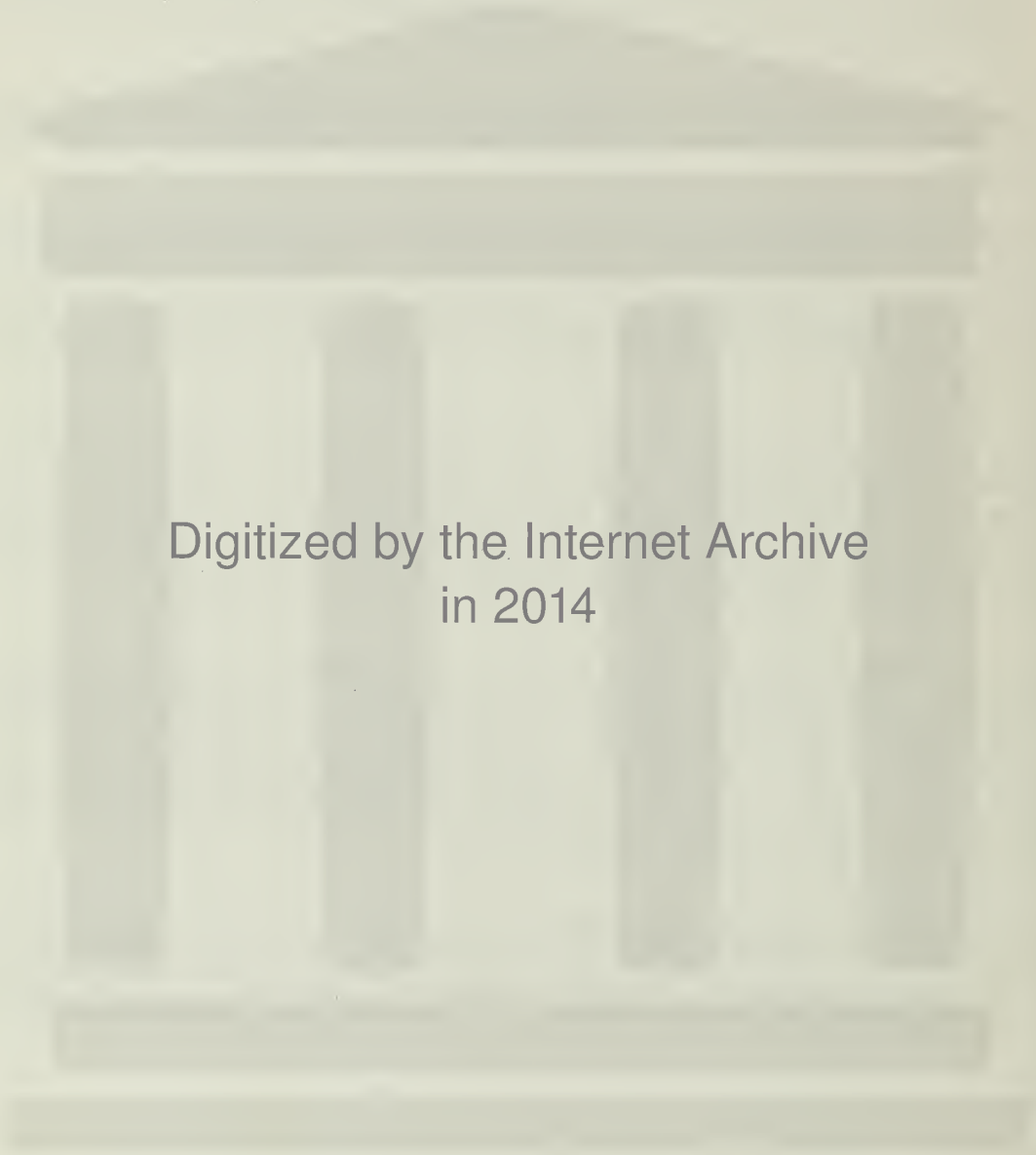
4. How to improve the environmental and residential qualities of the Mission without causing a significant rise in housing costs.

The Mission also faces basic problems characteristic of most highly urban neighborhoods: too few parks and recreational facilities; too much traffic disrupting the environment; and insufficient resources to meet the social service needs of local residents. These problems and needs faced by the Mission community are significant when compared with those of most other neighborhoods in San Francisco.

A major community planning effort was undertaken to respond to these problems and needs. The Mission Housing Development Corporation (MHDC)* researched and developed a comprehensive plan for the district, dated March 1974 and entitled: A Plan for the Inner Mission. The plan deals with a wide range of community activities and concerns, including: housing, community services, recreation, urban environment, transportation, and economic development.

A Plan for the Inner Mission represents over two and one-half years of work and involves the participation of many community organizations and individuals. The plan proposes ways of strengthening the positive attributes of the Mission. In addition, numerous problems

*The Mission Housing Development Corporation is a Model Cities funded local housing development corporation.



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and concerns of the district are specifically identified and solutions are proposed. The plan is an important community resource document. It provides a sense of the magnitude of problems facing the Mission and offers the beginning of a coordinated approach to solving these problems. It is truly a plan produced by and for the Mission community.

The MHDC developed A Plan for the Inner Mission primarily for community use. However, the plan also was published to ensure that the various City agencies and departments were made more aware of the district's problems and needs. To this end, the MHDC and Mission community representatives presented their plan to the City Planning Commission. They requested that the Commission adopt the plan. Such adoption would transform Mission community policy into the City's policy for the district as well.

After reviewing the MHDC's plan, the Planning Commission found there were major sections of the MHDC plan which directly related to the Department of City Planning's responsibilities and warranted Commission endorsement. There were also areas, however, which were not within the scope of City Planning activities, such as health care delivery services, manpower programs and educational programs. The Commission felt it would be inappropriate for it to act on policies which it could not affect or carry out. In addition, the MHDC's plan did not sufficiently cover certain planning related areas. For example, the merchants requested stronger policies dealing with economic development issues in the Mission.

Based upon the MHDC's initial effort, and the subsequent involvement and participation of numerous resident and merchant organizations, the Department of City Planning has developed a series of policies and programs for the Mission. The policies are intended to be short-term (three to five years) and note issues and problems which the Department of City Planning can address. This document is not intended to be a totally comprehensive, long-range plan for the Mission.

The policies are based upon information available to date. The City is, and will be, undertaking additional studies and new programs in the Mission. For example, the Department of Public Works is doing a detailed traffic analysis of the district; the Department of City Planning is to undertake a market study of the Mission Street commercial area; and two housing rehabilitation feasibility studies are proposed. In addition to various studies, programs are presently underway to address certain problems in the district -- one to reduce through traffic on residential streets, and one to expand recreational facilities in the district. This document and its proposed policies and programs will be continually reviewed and updated to make necessary changes and to incorporate new information as it becomes available.

The objectives and policies in this report cover the following general areas:

- Housing
- Neighborhood Services, Facilities and Environment
- Transportation
- Economic Development

A list and description of program recommendations covering these four areas follows the objectives and policies. A statistical profile of the Mission is included as an appendix.

COMMUNITY INVOLVEMENT

The initial Plan for the Inner Mission prepared by the Mission Housing Development Corporation was truly a community effort and incorporated the views of many Mission organizations and individuals. The policies and programs of this Department of City Planning report also have involved the efforts of Mission community people. Such widespread community participation should continue to be incorporated in any effort to develop and carry out an improvement strategy for the Mission.

The Department of City Planning, and other City agencies whose activities affect the Mission, should work directly with the community in early stages of their planning activities so that people can effectively state their needs and participate in the decision-making process.

In addition, the City should recognize and use local expertise in specific planning and programming activities. The Mission community includes people with a wealth of expertise in fields such as housing, urban design, health care, education and business development. There are also large numbers of interested residents, merchants and property owners who are committed to improving the Mission. The City should seek the maximum involvement of such community people in carrying out the policies and programs of this report.

SUMMARY OF OBJECTIVES AND POLICIES

HOUSING

OBJECTIVE: MAXIMIZE HOUSING OPPORTUNITIES IN THE MISSION WHILE PRESERVING THE CHARACTER AND MIXTURE OF THE EXISTING HOUSING STOCK.

POLICY 1

Preserve and improve the existing housing stock.

POLICY 2

Protect and improve housing existing in industrial areas, where such housing can provide a suitable living situation.

POLICY 3

Preserve and restore buildings of historical or architectural merit.

POLICY 4

Encourage the development of new housing which meets community housing needs.

POLICY 5

Discourage development of housing where it would displace buildings or uses worthy of retention.

POLICY 6

Assure that new housing is well designed and compatible with the character of the area in which it is located.

POLICY 7

Assist households facing hardship in meeting their housing needs.

POLICY 8

Expand opportunities for Mission residents to become homeowners.

NEIGHBORHOOD SERVICES, FACILITIES AND ENVIRONMENT

OBJECTIVE: MEET THE URGENT AND DIVERSE COMMUNITY SERVICE, RECREATION, AND ENVIRONMENTAL NEEDS OF THE MISSION.

POLICY 1

Locate most new community services in facilities designed for non-residential occupancy.

POLICY 2

Acquire and develop new recreation space in the Mission.

POLICY 3

Improve existing public recreational facilities.

POLICY 4

Improve access from the Mission to citywide and regional recreational facilities.

POLICY 5

Maximize the potential of schools to meet neighborhood recreation and community service needs.

POLICY 6

Improve the overall level of community maintenance.

POLICY 7

Support and expand neighborhood beautification efforts.

POLICY 8

Require disruptive non-residential uses either to reduce their negative impacts or to relocate.

TRANSPORTATION

OBJECTIVE: DEVELOP A COORDINATED AND EASILY UNDERSTOOD TRANSPORTATION SYSTEM IN THE MISSION.

POLICY 1

Maximize the use of public transit to meet travel needs to and within the Mission.

POLICY 2

Reduce the impact of excessive automobile traffic in the Mission.

POLICY 3

Develop means of access to commercial areas which are the least disruptive to surrounding residential areas.

POLICY 4

Provide parking to serve residents and shoppers without encouraging expanded automobile use in the Mission.

POLICY 5

Minimize the impact of truck traffic in the Mission.

POLICY 6

Provide a safe and pleasant environment for pedestrians.

POLICY 7

Provide safe and pleasant bicycle routes and parking areas to promote the use of the bicycle.

ECONOMIC DEVELOPMENT

OBJECTIVE: STRENGTHEN THE ECONOMIC CLIMATE OF THE MISSION.

POLICY 1

Strengthen and beautify the Mission's shopping districts.

POLICY 2

Promote new or expanded commercial development which complements or improves the character and meets the needs of the community.

POLICY 3

Promote the multi-ethnic character of the Mission's shopping districts.

POLICY 4

Provide parking to serve shoppers while preserving the environment for pedestrians and residents.

POLICY 5

Allow small-scale commercial activities in residential areas where they are compatible and where they do not displace residential use.

POLICY 6

Establish the northeast industrial zone of the Mission (NEIZ) as a mixed use area suitable for industrial, institutional, commercial and residential activities.

CHAPTER I

HOUSING

OBJECTIVE: MAXIMIZE HOUSING OPPORTUNITIES IN THE MISSION WHILE PRESERVING THE CHARACTER AND MIXTURE OF THE EXISTING HOUSING STOCK.

The Mission contains a wide variety of housing types including: one- and two-family homes; multi-unit, walk-up flats; elevator apartment buildings; single flats above commercial uses; and residential buildings in industrial areas. The housing stock of the district has changed very little over the past 50 years; 89 percent of the buildings were constructed before 1923. A major portion of the buildings in the Mission were built during the Victorian era, and elaboratively carved buildings with colorful facades line many of the district's streets. The buildings of the Mission are basically sound; however, because of the age of the structures, many are in need of costly electrical, plumbing and heating repairs.

The Mission provides desirable housing opportunities, with its sunny weather, convenient location, family-oriented neighborhoods, and large stock of well-constructed buildings. There is a strong demand for housing in the district and vacancy rates are low. The Victorian-era buildings have become particularly desirable housing resources.

There are numerous housing problems and needs in the Mission. Costs of owning or renting housing are increasing rapidly, placing financial hardships on many households. Households are having to double-up to afford dwelling units, and a serious overcrowding problem exists. Expanded housing rehabilitation efforts are needed, although many households are not able to assume the added financial burden of rehabilitation work.

The major emphasis in meeting the housing needs of Mission residents should be through rehabilitation of existing units, however, a need also exists for new housing. Demand for housing in the Mission continues to increase, especially for inexpensive family housing. The current vacancy rate is low, the overcrowding rate is high, proposed commercial and industrial expansion may cause the elimination of some housing units, and a number of buildings are severely deteriorated. The development of additional housing units can help meet some of these needs.

POLICY 1 Preserve and improve the existing housing stock.

The existing housing stock of the Mission is a valuable and irreplaceable resource. Rehabilitation and maintenance of this housing should be major priority for the district. Current rehabilitation efforts in the Mission should be expanded and new efforts undertaken. Voluntary housing rehabilitation activities should be promoted and incentives developed (such as providing public improvements) to encourage housing maintenance and rehabilitation throughout the Mission.

The City should direct particular attention to rehabilitating and modernizing public housing units existing in the Mission. Certain of the projects are in a serious state of disrepair and badly in need of improvements. Once public housing units in the Mission are rehabilitated, the City should assure an adequate level of regular maintenance for the units. In addition, rehabilitation of existing transient and residential hotels should be encouraged to minimize any adverse effects on the community. Establishment of additional transient hotels in the Mission should be discouraged.

Zoning the Mission should serve to promote the rehabilitation of existing housing in addition to guiding new development. Demolition of existing housing should be strongly discouraged, particularly where the housing provides sound units at lower costs or provides large units suitable for families with children.

Because many of the households living in the Mission are at low- and moderate-income levels, measures should be taken to assure that rehabilitation activities do not cause extensive displacement of households. To minimize hardships potentially caused by rehabilitation, any publicly supported rehabilitation efforts should include financial and relocation assistance and, in certain cases, include rent increase guidelines.

POLICY 2 Protect and improve housing existing in industrial areas, where such housing can provide a suitable living situation.

Many housing units exist within industrial areas of the Mission. In some cases these units are in buildings grouped together to form small residential neighborhoods. The buildings are old (often of Victorian architecture), and many provide housing for lower-income families with children.

This housing, while providing needed opportunities for Mission households, is exposed to the noise, truck traffic and debris of adjacent industries. Much of this housing is in serious need of repair, but the loss of any of these units, even those in substandard condition, would cause hardship and severe relocation problems.

The viability of this housing should be evaluated according to:

1. The economic feasibility of rehabilitation;

2. The feasibility of overcoming adverse environmental conditions (such as noise, traffic and other dangers to residents); and

3. The availability of more suitably located housing at similar costs.

Those residential buildings which can provide a suitable living situation should be preserved and improved. For these buildings, assistance should be sought to improve housing conditions and the immediate residential environment. In addition, efforts should be undertaken to buffer the housing from adjacent industries. However, care should be undertaken to insure that small scale housing preservation activities do not force viable industries out of clearly established industrial areas.

POLICY 3 Preserve and restore buildings of historical or architectural merit.

The historically and architecturally significant housing of the Mission is important to the district for two reasons. First, the beautifully detailed buildings provide an exciting and impressive link with the Mission's past and establish a unique charm that cannot be duplicated. Second, in addition to their aesthetic value, the buildings have a significant practical value; they enhance property values, and provide a source of larger units at reasonable costs for families and other living groups.

Preserving these Victorian buildings has become an important concern in the Mission because many have been torn down or "modernized". Special historic preservation efforts should be initiated to encourage and assist rehabilitation and restoration activities. In addition, the City should designate special historic districts in the Mission where groups of historic buildings exist.

POLICY 4 Encourage the development of new housing which meets community housing needs.

Only a small amount of new housing has been built in the Mission during the past ten years, while an almost equal number of housing units have been demolished. Opportunities to build new housing in the Mission are limited; the area is almost totally developed and the vast majority of the existing housing is sound.

Some opportunities for new housing do, however, exist. The City, in conjunction with neighborhood residents, housing organizations and lending and insurance institutions, should work to promote construction of housing that meets present and future community needs.

The following types of locations would be desirable for new housing:

1. Scattered vacant properties in residential areas.

   The scattered vacant lots in the Mission provide excellent opportunities for new housing. Often these properties become unsightly, gathering trash and litter and become overgrown with weeds. Chain-link fencing sometimes used to keep out intruders tends to be unattractive and disruptive to the surrounding residential area. In some cases where there is a lack of recreation opportunities it may be desirable to develop these sites as open space. In other cases, new housing would be desirable. If, after evaluation of the open space potential of the vacant site, housing appears more appropriate, high priority should be given to construction of new housing.

2. Above new commercial development.

   Mixed-use development can provide a desirable way to create new housing opportunities in the Mission. Construction of buildings with housing over street-level commercial space could help strengthen the Mission's commercial areas by adding more people to the area during daytime as well as evenings. In addition, mixed-use development would provide living units convenient to transit and shopping. For mixed-use development to be desirable, both the commercial and residential uses should be economically sound, no conflict should exist between the uses, and joint use should be complementary to the function of the commercial area.

3. To replace incompatible uses in residential areas.

   Another appropriate location for new housing is on certain sites in residential areas now in non-residential use. Currently a number of industrial uses exist in predominantly residential neighborhoods. These uses tend to disrupt the neighborhood and can cause safety hazards for children. Some of these incompatible uses are required by law to be discontinued in 1980. When these sites become available, they would provide excellent opportunities for new housing.

4. In sections of the northeast industrial zone (NEIZ).

Conversion of portions of the industrial lands in the Mission to residential use or mixed residential/commercial use could create significant opportunities for housing development. Certain portions of this area are presently in a marginal state, with large warehouses and open storage yards receiving minimal use. If existing industries leave the NEIZ, the sites should be evaluated for potential conversion to residential use.

POLICY 5 Discourage development of housing where it would displace buildings or uses worthy of retention.

Certain sites, due to their location or the use existing on the site, are inappropriate for new development. New housing should be discouraged and in some cases prohibited from locating on the following sites:

1. Sites designated for open space;

2. Sites where the development would require demolition of an architecturally significant building; and

3. Sites where the development would require demolition of sound or rehabilitable housing, causing a net loss of units suitable for households with children or households at lower-income levels.

POLICY 6 Assure that new housing is well designed and compatible with the character of the area in which it is located.

While new housing is needed in the Mission, it can make a positive contribution to the neighborhood only if it is compatible with the scale and character of the area in which it is located.

To protect the existing scale and character of the Mission, the scale and density of new residential development should relate to the surrounding area. New development should not cause an overcrowding of persons or activities. The architectural design of new buildings should relate to and not detract from any well-designed buildings in the area. Because of the lack of open space in the Mission, new development should provide sufficient usable outdoor open space to meet the needs of its occupants. In addition, the new building should reflect the established front set-backs of the block.

POLICY 7 Assist households facing hardship in meeting their housing needs.

Forces are at work in the Mission that limit housing opportunities for certain households. The most pervasive force is the rapid rise of housing costs. Unemployment and the inflation of other household costs are making the impact of increasing costs for housing even more severe. Because of high costs, low- and moderate-income households are having greater difficulty finding suitable housing in the Mission which they can afford.

Families with children (which comprise over half the Mission's households) are a group having particular difficulty finding standard housing units in the Mission that are both large enough and affordable. The elderly, many of whom are on fixed incomes, also face hardships in finding suitable housing. Many homeowners in the Mission are having difficulty meeting their monthly housing costs, including taxes and maintenance. As a result, maintenance may be reduced or deferred.

While these problems must be met by improving the incomes of Mission households, the problems can also be addressed by taking measures which affect the cost of housing. Efforts should be taken to preserve and expand housing opportunities for low- and moderate-income households, particularly the elderly, handicapped and families with children. Efforts should also be taken to reduce various components of housing cost. Specifically:

1. Housing subsidies should be available to supplement the incomes of those unable to afford standard housing in the Mission.

2. Existing family units and those renting at lower rates should be preserved whenever possible.

3. Lower-cost mortgage and home improvement financing and insurance should be made available whenever possible.

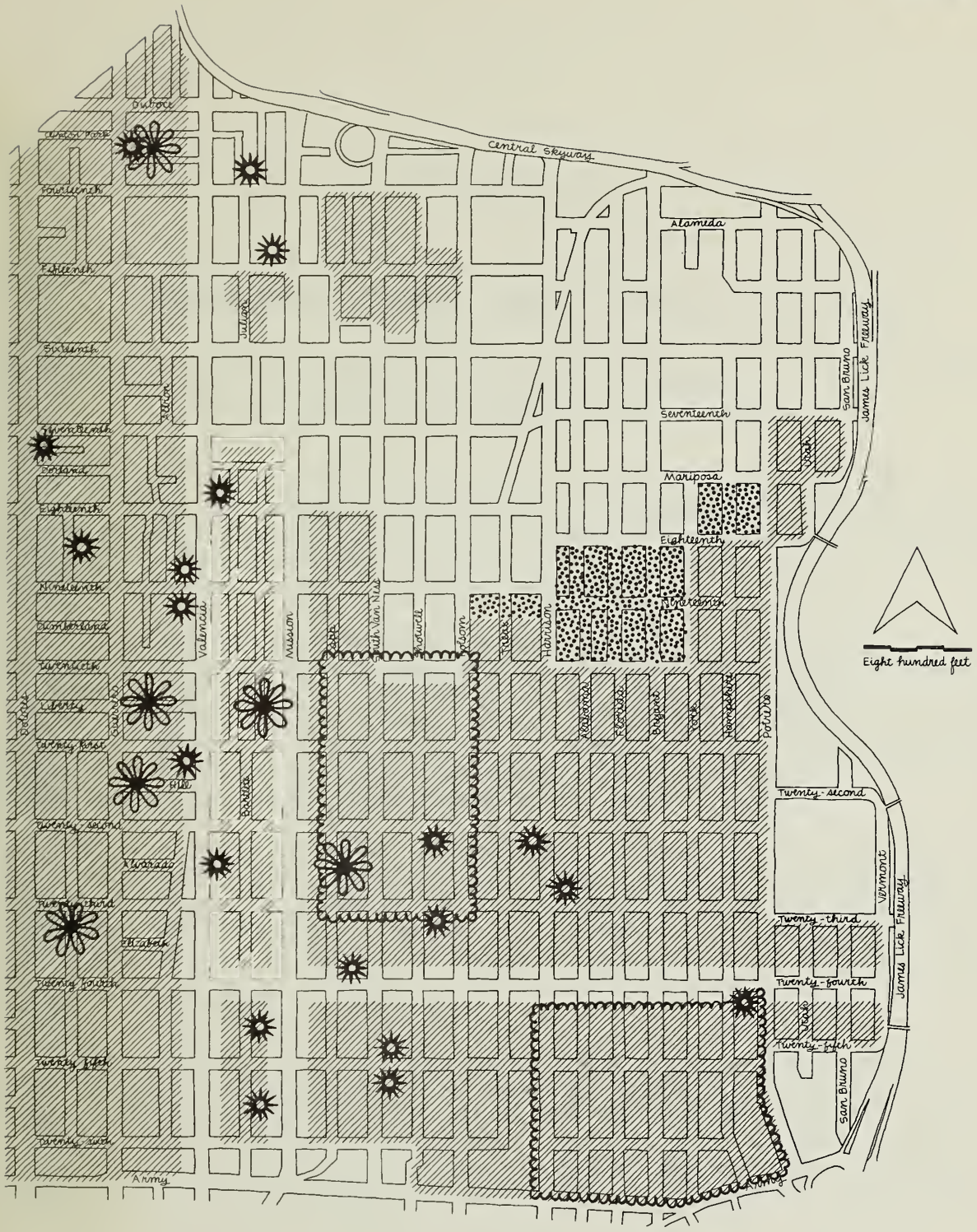
4. Displacement of persons from their homes should be avoided whenever possible, and adequate relocation housing and financial assistance should be provided if residents are forced to move.

In addition to the constraints or hardships housing costs pose for certain households, forms of discrimination also limit housing choice for some households. The City should enforce all anti-discrimination and fair housing laws to eliminate housing discrimination in the Mission whether based on ethnic background, sex, lifestyle or type of household.

POLICY 8 Expand opportunities for Mission residents to become homeowners.

Home ownership in the Mission is considerably below that of San Francisco as a whole. Only about 15 percent of the residential buildings in the Mission are owner-occupied, as compared with the San Francisco average of 33 percent. It is important for the stability of the district that more opportunities for home ownership be made available. Assistance, both financial and through counselling, should be provided to those households desiring and capable of home ownership but having difficulty obtaining necessary financing.

HOUSING



Predominately residential use

RAP study area

Housing opportunity site

Cluster of historic housing

Gradual conversion to residential

CHAPTER II

NEIGHBORHOOD SERVICES, FACILITIES AND ENVIRONMENT

OBJECTIVE: MEET THE URGENT AND DIVERSE COMMUNITY SERVICE, RECREATION, AND ENVIRONMENTAL NEEDS OF THE MISSION.

The availability of community services and facilities, and the overall quality of the environment, are important factors in making the Mission a desirable place in which to live and work. Compared with other neighborhoods in the city, the Mission has a high need for improvement in all of these respects.

The Mission is a densely populated neighborhood which has been experiencing significant population changes during the past ten to 15 years. The Mission's population is becoming younger, and more family-oriented with a lower average of formal education, a lower average income and a higher rate of unemployment. There is a large immigrant population, and the number of persons of Latin-American decent has increased significantly in recent years.

Social service needs of the Mission have risen proportionately. Low-cost health and childcare services are now in increased demand. The space needs of schools have also increased with the influx of families with children. While all segments of the Mission population need and use the district's health, education, and social services, there is a need to develop additional services to meet the specific needs of the Latino population.

Opportunities for recreation in the Mission are limited, and the demand for facilities far exceeds the supply. Most of the existing public facilities in the district are overcrowded, not centrally located, and in need of repairs. Improved and expanded neighborhood parks and recreation facilities are badly needed, particularly to serve the needs of people of low income, the elderly, and youth.

The environment of the Mission is also badly in need of protection and improvement. Community maintenance is a major problem in the Mission; streets are littered, trash cans are overflowing, and public areas are in need of increased maintenance and repairs. Large numbers of dogs cause maintenance problems. Landscaping, street trees and other natural features are scarce. Traffic is another problem: the large number of vehicles travelling through and within the Mission create noise, air pollution and safety problems.

Because of these factors the Mission should have high priority among the city's neighborhoods for public improvements, services and facilities.

POLICY 1 Locate community services in facilities designed for non-residential occupancy.

Because of the housing shortage in the Mission, community services should not locate in units designed for residential use. Many opportunities exist in the Mission which would provide space for community services without the problem of housing displacement. Vacant store-fronts in commercial areas, certain industrial buildings, and the many mixed-use buildings scattered throughout the residential areas, all may provide potential sites.

Sites along neighborhood shopping streets can be advantageous for certain services because of convenient transit access. In addition, the services will draw people into the neighborhood commercial district. However, services which could disrupt commercial activity because of the nature of the service on its effect on retail continuity should not be located in neighborhood commercial districts. The City should also establish criteria for location of community services, such as alcoholic and drug treatment centers, to minimize any adverse effects they may have on both the residential and commercial sectors of the community.

For services which require proximity to residential areas of the Mission, the many mixed-use buildings provide desirable opportunities. Also, incompatible industrial facilities exist in scattered locations in residential areas. These buildings could potentially be converted for certain community services uses.

Proposed community services in the Mission should be evaluated on a case by case basis to determine the most appropriate location in the district.

POLICY 2 Acquire and develop new recreation space in the Mission.

The Mission is badly in need of additional recreation facilities, and highest priority should be placed on acquiring and developing new recreation and open space facilities in the district.

There are two major deficiencies in the Mission's existing recreation system: one, the community has no central indoor facility or gymnasium; and two, there is no large, centrally located open space area.

These two types of facilities require a large amount of space (approximately one city block), and a site of such size will be difficult to acquire in a largely developed area such as the Mission. Vacant land is scarce, and if a large site did become available it would likely contain a structure or use needing relocation. Acquisition of a recreation site should avoid displacement of housing; the best sites would be under used non-residential properties. High priority should be given to acquiring and developing a large, centrally located recreation area in the Mission.

In addition to a gymnasium and a large active park area, there is a need for new miniparks. Elderly persons and families with small children are not able to travel very far on their own, and they need small recreation sites close to their homes. The existing miniparks of the Mission are highly used and new sites, if properly located, also would be intensely used. Vacant or abandoned small sites do exist in the Mission, some of which would be suitable for miniparks. These sites should be developed for recreational use.

Use of street space and underused public and private lands also should be explored. On streets where there is little traffic, widening of the sidewalks and installation of a simple improvements could transform a portion of the street into a minipark. In some instances, streets might be closed completely to through traffic.

POLICY 3 Improve existing public recreational facilities.

Existing public recreational facilities are intensely used and therefore require regular and frequent maintenance. Often the level of maintenance is insufficient and the play areas become littered and run down. Because so many residents depend upon the Mission's limited facilities for recreation, the City, in partnership with the community, should make every effort to keep the areas clean, safe and usable. All public recreational facilities in the Mission should be well landscaped to maximize their attractiveness. Street trees and extensive landscaping should be provided where necessary to protect play areas from adjacent commercial or industrial activities, or from the impact of traffic. Additional trained recreation supervisors and staff could also improve the use of certain facilities and help coordinate overall recreation programs. Continuous participation by workers and residents (including students, youth groups, etc.) in the operation, maintenance, design and construction of public recreation facilities would result in more usable facilities and fewer maintenance problems.

POLICY 4 Improve access from the Mission to citywide and regional recreational facilities.

Because opportunities for expanding local recreational activities in the Mission are limited, it is important that Mission residents be able to take advantage of activities outside of the district. Many citywide opportunities exist, such as at Golden Gate Park and the Northern and Eastern Waterfront; however, these areas are difficult to reach. In addition, regional opportunities such as at the Golden Gate National Recreation Area are becoming available. More widespread publicity and convenient access should be provided for these facilities. Recreational transit routes should be developed to enable Mission residents to take advantage of these non-local recreational opportunities. Bicycle routes to the waterfront are another possibility.

POLICY 5 Maximize the potential of schools to meet neighborhood recreation and community service needs.

In addition to serving their educational function during the day, schools could provide space during evenings and weekends for recreation, community service, and adult educational activities. Schools should, whenever possible, be open to the community after normal school hours.

School playgrounds should be well-landscaped and maintained to maximize their open space qualities. High quality play structures and facilities should be part of the play grounds.

Any new school facilities should be built in densly populated areas and, if possible, in areas without adequate recreational opportunities. The facilities should be of a high design quality and have a maximum amount of open space and landscaping. The Unified School District, Department of City Planning and community residents should plan cooperatively to maximize the educational and community service potential of school facilities in the Mission.

POLICY 6 Improve the overall level of community maintenance.

The large number of people, vehicles and dogs in the Mission inevitably creates a sizable maintenance problem, particularly in areas of intense use such as the public parks and commercial areas. Litter is the number one maintenance problem in the Mission. This problem must be addressed through a joint effort by the City and the Mission community. The following efforts should be undertaken:

1. Scheduling more regular City maintenance clean-ups for public areas.

2. Providing more trash cans.

3. Better enforcing laws requiring businesses, residents and property owners to maintain and clean their sidewalks.

4. Expanding City-supported neighborhood-initiated clean-up campaigns and educational programs.

5. Better enforcing of anti-litter laws, leash laws and "curbing" of dogs.

6. Uniform enforcement of garbage pick-up laws.

7. Require BART to maintain Mission BART plazas (e.g. trash removal, repairs, etc.).

POLICY 7 Support and expand neighborhood beautification efforts.

The environment of the Mission would be greatly improved if beautification efforts were expanded. Many parts of the district are devoid of significant natural features, and some areas have no landscaping or street trees. All public facilities in the Mission, such as the libraries, parking lots, recreational facilities and schools, should be well landscaped and painted. Owners of commercial and private parking facilities should landscape and properly maintain their parking areas. Street trees should be planted in areas which have little or no landscaping.

Presently a major detractor from the pleasantness of residential and commercial environments of the Mission is the large number of old utility poles heavily loaded with electrical and other wires. Views down many of the district's streets are made unsightly by large transformer boxes and sagging bunches of black wires. Placing these wires underground would substantially enhance the appearance of the street environment of the Mission. The City's present program for undergrounding utility wires involves a "hookup" cost for each property owner of approximately $250. Financial assistance to lower-income households may be needed to lessen this financial burden.

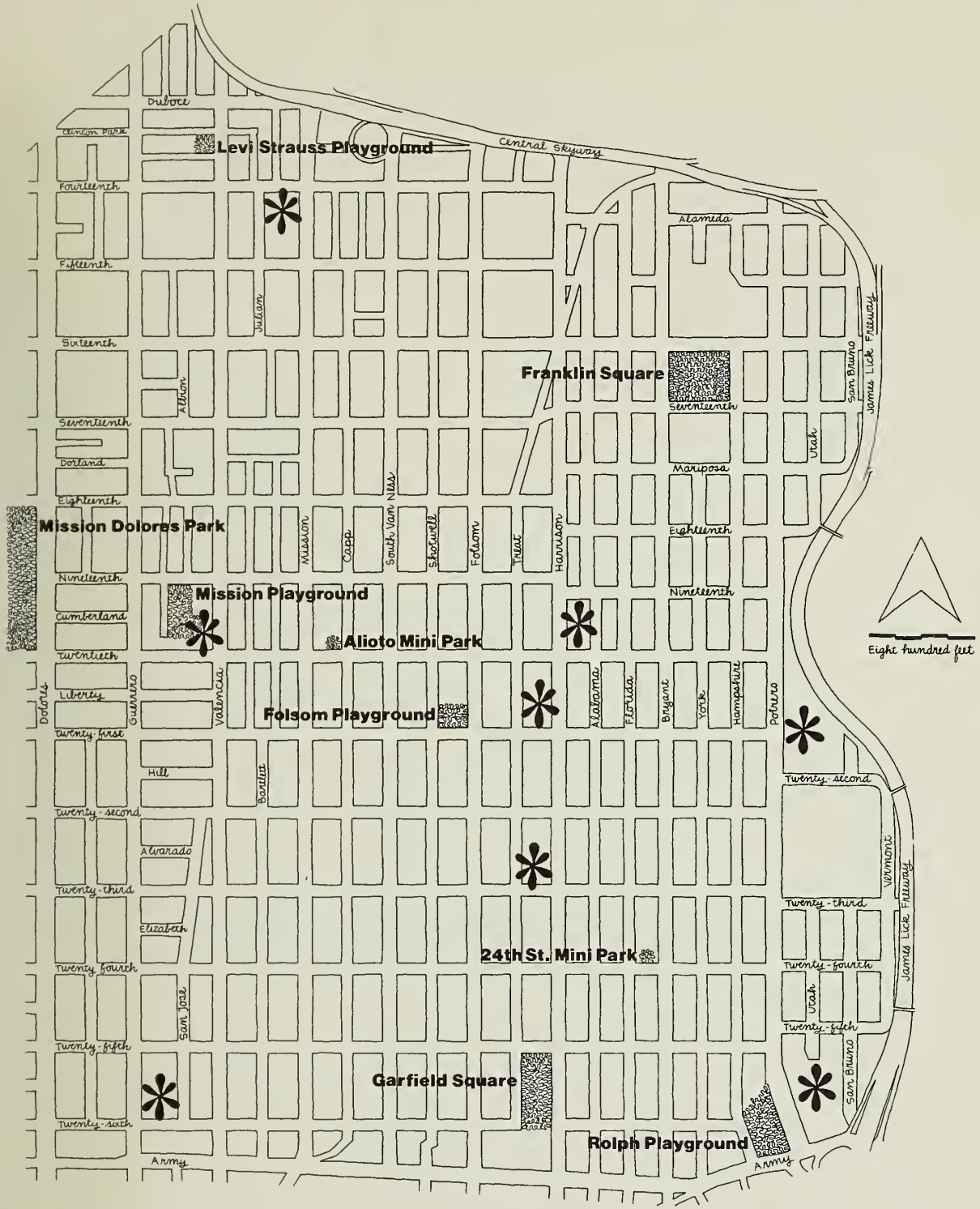
To expand other beautification activities in the Mission, the City should provide financial and technical assistance to support neighborhood-initiated efforts to improve the environment.

POLICY 8 Require disruptive non-residential uses either to reduce their negative impacts or to relocate.

A number of disruptive industrial and commercial uses, such as auto repair shops, contractors' storage yards and gas stations, exist in predominantly residential areas of the Mission. These uses attract outside automobile and truck traffic into the neighborhood and create unnecessary noise and pollution. Materials and vehicles are often stored in exposed areas or left out on the sidewalks and driveways.

Non-residential uses which are disrupting residential neighborhoods should be required to clean up their facilities; install trees and landscaping or put up attractive fencing to improve their appearance; and minimize any truck and automobile traffic they generate. Strict anti-pollution requirements should be enforced. If such measures are not feasible, or if termination provisions of the City Planning Code are inapplicable, the incompatible uses should be required to relocate in an industrial or commercial area.

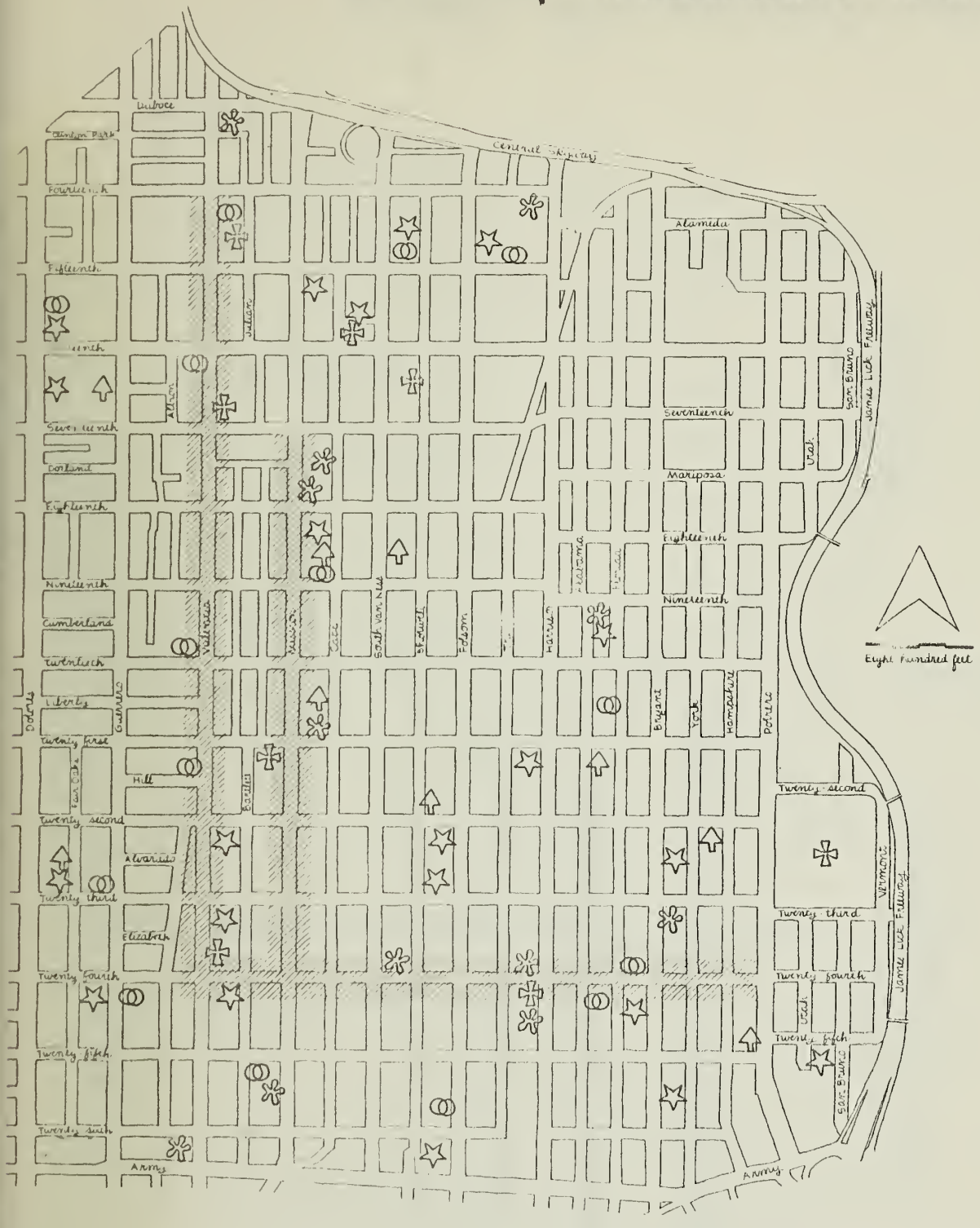
RECREATION AND OPEN SPACE



Existing public facilities

Potential sites for new facilities

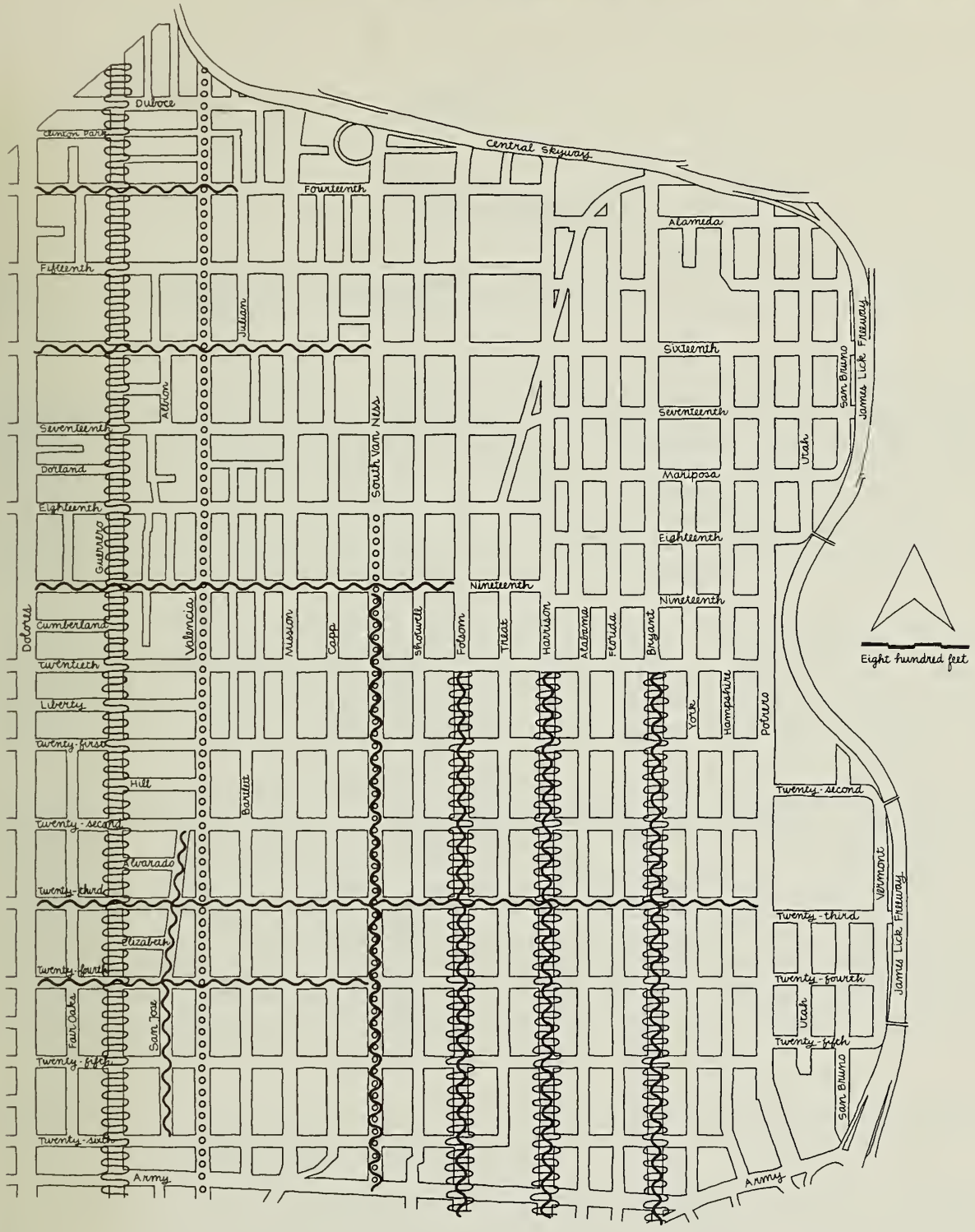
EXISTING COMMUNITY SERVICES



- Health Center
- School
- Private Recreation Center
- Child Care Center
- Other Service

Encourage Location of Community Services

STREET BEAUTIFICATION PROPOSAL



Widen sidewalks and landscape

Landscape median strip

Underground utility lines

CHAPTER III

TRANSPORTATION

OBJECTIVE: DEVELOP A COORDINATED AND EASILY UNDERSTOOD TRANSPORTATION SYSTEM IN THE MISSION.

Because of the high concentration of people and activities in the Mission, congestion is inevitable. The impact of this congestion upon circulation and upon the neighborhood environment is significant. Public transit cannot meet its schedules because buses and jitneys must wait behind lines of automobiles and illegally parked vehicles. Trucks cannot find adequate curbside or off-street loading areas, and park improperly on streets, temporarily closing off traffic lanes. Walking can be hazardous and unpleasant because of congested and heavy traffic.

Extensive automobile traffic can disrupt residential and commercial areas; however, since transit cannot serve all travel needs in the Mission, it is also necessary to accommodate travel by car. The Mission needs coordinated transportation system which accommodates travel by car, while protecting the environment of residential areas.

Efforts are being made to improve circulation and street livability in the Mission. A Muni/BART coordination study was recently completed. The study proposed more efficient routing for Muni by eliminating duplication of BART and Muni routes, and increasing the bus feeder system to BART; however, the BART system should not be viewed as a replacement for Muni within the Mission. The City is also implementing a "Protected Residential Area" plan in the Mission to reduce the impact of through commuter traffic on residential streets. Improved and expaned efforts are still needed. The Mission should have a street system in which routes for pedestrians, transit, automobiles, trucks and bicycles are clearly defined.

POLICY 1 Maximize the use of public transit to meet travel needs to and within the Mission.

The Mission is already well served by public transit. Muni, BART and the Mission Street jitneys have major routes in the district. Several urgently needed improvements could maximize the use of public transit in the Mission:

1. Development of new and improvement of existing east/west routes within the Mission for better access from the residential areas to Mission Street. The present east/west service is inadequate. Smaller Muni buses or new jitney routes are two alternatives that should be explored.

2. Inclusion of the Mission district in the Transit Preferential Streets Program, the purpose of which is to minimize transit/automobile conflicts on designated transit streets.

3. Reduction of the air and noise pollution generated by Muni buses in order to protect the environmental quality of the district. Cleaner and quieter buses would be more pleasant to ride in and would be more suitable for service in residential areas.

4. More clearly marked transit routes and other improvements such as landscaping, benches, shelters, and route information.

POLICY 2 Reduce the impact of excessive automobile traffic in the Mission.

The Mission is congested with automobiles. Its central location in the city and the wide north/south streets makes it a convenient route for commuters to the downtown area. In addition, many automobile servicing uses operate in the Mission, such as gas stations, car washes, and drive-in banks and restaurants. These uses encourage neighborhood residents to use automobiles and also attract an unreasonable amount of outside traffic into the district.

The Mission's residential areas suffer from large amounts of traffic traveling on residential streets, and are subjected to noise, pollution and physical dangers from the traffic.

To prevent and discourage heavy, fast and through traffic from using the Mission's residential streets, the City should continue and expand its "Protected Residential Area" techniques in the district. The City should also discourage, and in some cases prohibit, the development or expansion of new automobile-servicing uses in the Mission. Finally, the City should explore ways of better routing existing traffic in the Mission while not taking measures which would increase the present traffic carrying capacity of streets in the district.

POLICY 3 Develop means of access to commercial areas which are the least disruptive to the community.

Commercial areas in the Mission must attract enough shoppers to keep them economically viable and stable areas in the community. Because of the central location of the Mission Street and 24th Street shopping areas, residents traveling in cars to these areas tend to drive through residential neighborhoods. A system is needed whereby shoppers can conveniently and efficiently travel to commercial areas of the Mission without always driving.

Because the Mission's shopping streets extend for many blocks, the use of an automobile is often necessary when a person wishes to go to a number of different stores. However, if good transit service could be developed which was quick, cheap and convenient, the need for the automobile could be reduced. Various alternatives should be explored, such as running mini buses or jitneys through residentialareas which then carry people to various locations in the Mission commercial areas. Another alternative could be running more shopper's shuttles along Mission and 24th Streets.

POLICY 4 Provide parking to serve residents and shoppers without encourageing expanded automobile use within the Mission.

Parking is a major issue in the Mission district. Many older residential buildings have been converted into multi-family apartments without additional off-street parking being developed. Demand for the limited number of on-street spaces is extremely high. Commercial areas of the Mission have inadequate parking available to meet shoppers needs, and shoppers must compete with residents for the limited number of spaces on adjacent residential streets. There is a need to address the existing parking needs of Mission residents and shoppers in a way which does not encourage additional automobile use in the district.

Because the amount of off-street parking is inadequate to meet present resident's needs, new residential development should be required to include one parking space for every housing unit. Two exceptions should be permitted. The first would be publicly subsidized housing development in which occupancy was restricted exclusively to elderly households. For this type of development, one parking space for every five units should be required. The second exception would be for mixed commercial/residential development in neighborhood commercial districts, on streets designated as transit-preferential streets (Mission, 24th, and 16th Streets). On these streets the one-for-one residential parking requirement could be reduced. However, all proposed developments should be evaluated on a case by case basis to determine potential parking needs of the building occupants.

Because of the parking shortage in the Mission, a one-for-one requirement should also apply to conversions of existing residential units into additional units. Possible exceptions would be if a building was on a major transit route, or if it was clearly demonstrated that the unit would be designed for an elderly household.

Maximum use should be made of existing street space to provide parking. Expanded use of The Protected Residential Area techniques which include changing horizontal parking into diagonal parking, and landscaping the curb areas would be appropriate on many of the wider streets in the Mission.

(Refer to Policy 3, of the Economic Development section for discussion of commercial parking needs and requirements.)

POLICY 5 Minimize the impact of truck traffic in the Mission.

Because of the large amount of commercial and industrial activity in the Mission, many trucks travel through and within the district. Currently, trucks often use residential streets to travel to and from industrial and commercial areas in the Mission. This truck traffic disrupts the residential environment and causes increased noise and air pollution along these streets. To protect residential quality, truck traffic to and from the Mission should be diverted, whenever possible, to freeways or clearly designated thoroughfares.

Trucks also pose a problem on commercial streets in the Mission. The lack of adequate curbside and off-street loading areas forces trucks to double park and block traffic lanes, or increasing traffic congestion in the area. Solutions should be developed which better accommodate merchants' needs for truck servicing and at the same time minimize the trucks' disruption of adjacent residential neighborhoods. A solution might involve encouraging trucking activities during the morning hours (by metering morning loading zones) and restricting trucks during the afternoons and evenings. This would limit street congestion and open up parking for residents and shoppers during the afternoons and evenings. Morning loading hours would also be advantageous because children would be in school when trucks were traveling to the commercial areas. To avoid further restricting parking space for shoppers, special truck loading zones would be most desirable in areas having off-street parking facilities.

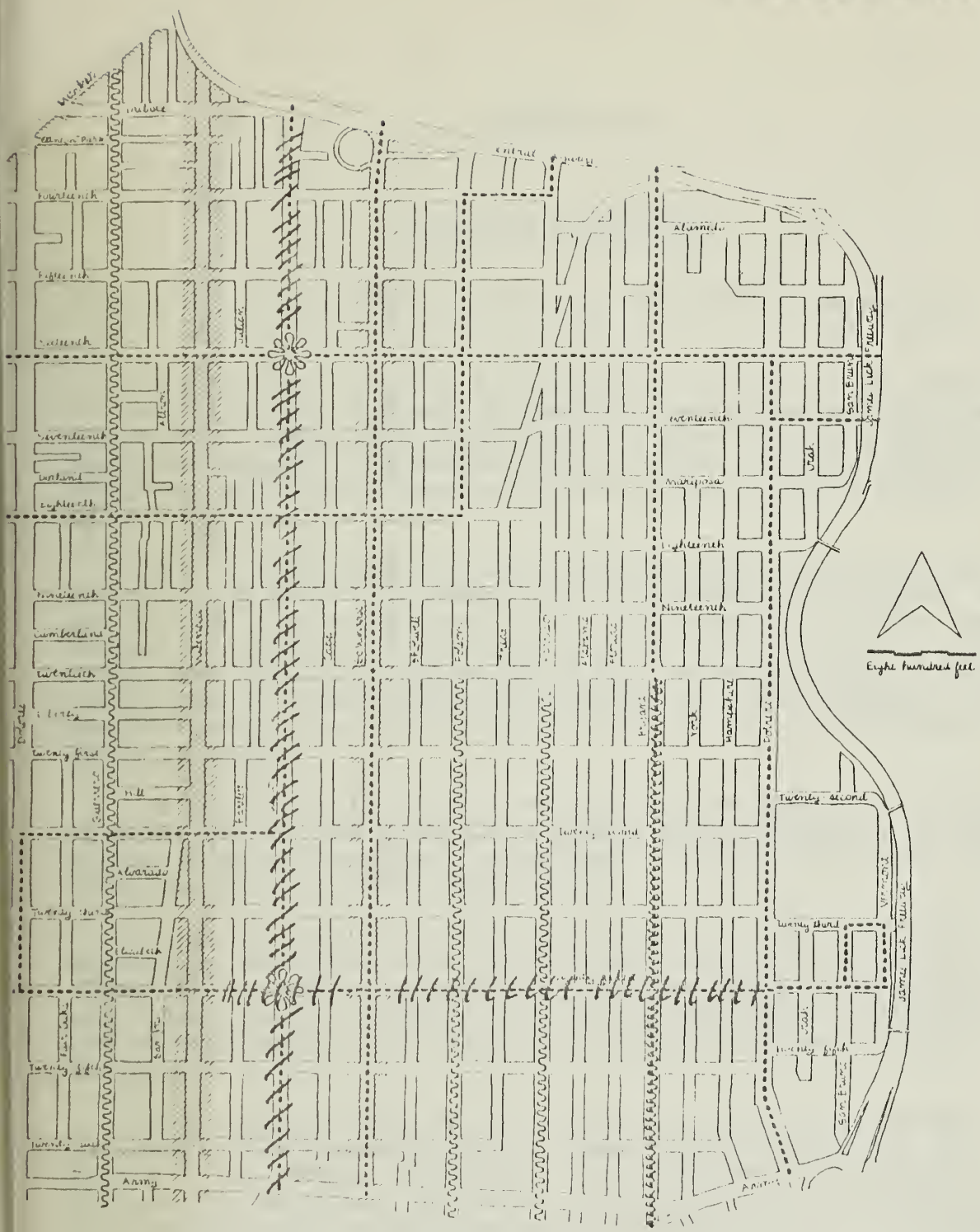
POLICY 6 Provide a safe and pleasant environment for pedestrians.

Walking could be a practical as well as enjoyable experience the Mission if sidewalks were cleaner and better repaired and if various improvements such as sidewalk widening and landscaping were provided. Widened sidewalks with landscaped strips and sitting areas would encourage people to walk instead of drive. Pedestrian areas could be made more interesting with art work and murals displayed and painted on otherwise blank walls.

POLICY 7 Provide safe and pleasant bicycle routes and parking areas to promote the use of the bicycle.

Congestion and the unavailability of parking in the Mission have increased the desirability of traveling by bicycle. A number of people are finding that they can move about more easily and quickly, and less expensively, by bicycle than by car. Efforts should be undertaken to make bicycling in the Mission more safe and pleasant. The establishment of clearly defined bicycle lanes along the more quiet and landscaped streets of the Mission would be a stimulus to bicycle use. Also, safe and convenient bicycle parking areas should be developed to reduce theft and vandalism.

TRANSPORTATION



Public Transit Route

Bart Station

Protect streets from through traffic

Restrict new auto-servicing uses

CHAPTER IV

ECONOMIC DEVELOPMENT

OBJECTIVE: STRENGTHEN THE ECONOMIC CLIMATE OF THE MISSION.

The Mission contains a significant portion of San Francisco's business activity. About 40 percent of the district is zoned to accommodate commercial and industrial uses. Major commercial strips run along Mission, Valencia, 16th and 24th Streets. Manufacturing and other industrial uses are concentrated in the northeast quarter of the district.

The economy of the Mission has undergone transition during the past ten years. A number of large retail stores have relocated out of the older commercial areas of the Mission to new, more modern shopping complexes. In addition, many of the Mission's light industries have moved to industrial parks outside the city. This loss of businesses has had a depressing effect upon the Mission, in terms of causing unemployment and reducing the overall size of the district's economic base.

Unemployment is a major problem in the Mission. In 1970, about nine percent of the district's female labor force and 11 percent of the male labor force were unemployed. Undoubtedly these percentages have increased in more recent years.

There is a need to study the Mission's commercial and industrial sectors to determine their most viable functions within the Mission district, as well as within the city as a whole. Uncertainty as to the future roles of these areas is a significant factor inhibiting the establishment of a healthy and stable business climate in the Mission.

The economic base of the Mission needs strengthening, however, it needs to be strengthened in a way that will benefit the whole community -- residents, merchants, industrialists and property owners. The need to generate employment opportunities and to stimulate business growth must be balanced and coordinated with the neighborhood preservation goals of the community.

POLICY 1 Strengthen and beautify the Mission's shopping districts.

The Mission's major shopping districts (Mission, 24th, Valencia, and 16th Streets) are viable areas of business activity, although efforts are needed to strengthen and better define their functions. Because there are no focused areas of commercial activity, certain portions of the commercial areas have an inadequate level of activity to maintain a strong business climate. The overall demand for existing commercial space is not strong, and vacancy rates are high compared with those in other shopping areas of the city.

Improving and strengthening the Mission's commercial areas is directly linked with improvement of the whole Mission district. There is a need to study these commercial areas and to develop a broad range of actions which will improve their business climates. In addition to taking actions to improve the commercial areas, the City should discourage the establishment of undesirable businesses in these areas which would adversely affect commercial activity or the surrounding residential neighborhoods.

Following, are brief descriptions of the Mission's four main commercial areas and recommended short-term actions which could act to strengthen and improve the areas.

Mission Street

Mission Street is a major citywide shopping area catering to Mission residents as well as people from other areas of the city. Customers can purchase virtually any item, including food, clothing, appliances, furniture or services. The size of stores along Mission Street is generally larger than is typical in other shopping districts outside downtown.

Mission Street carrys a high volume of automobile, bus, and truck traffic, in addition to having large numbers of pedestrians. Two major focal points of transit activity exist on Mission Street at 16th and 24th Streets where the two BART stations operate. The long BART construction period, during which much of Mission Street was torn up, was extremely disruptive to the economic climate of the street. Basically, however, Mission Street remains a secure business area.

Efforts to strengthen and beautify Mission Street should include:

- Improve street and sidewalk maintenance.
- Provide financial assistance for commercial and residential rehabilitation and renovation activities.
- Develop additional short-term parking where needed.
- Develop solutions to the problem of inadequate off-street loading space.
- Discourage any further influx of undesirable uses (e.g., pawn shops or pornographic book stores and pornographic movie houses.)

° Use discretionary review powers to evaluate new development in the vicinity of the BART stations.
° Provide assistance to attract major retailers or "anchor stores" to Mission Street.

Twenty-fourth Street

Twenty-fourth Street functions as a bilingual neighborhood shopping street with many Latin businesses and restaurants. Housing exists over most of the stores. Colorful murals decorate many otherwise blank walls, and street trees are planted the length of the street. Overall, 24th Street is a reasonably healthy neighborhood shopping area. There is a considerable need, however, for increased building maintenance and exterior improvements.

Efforts to strengthen and beautify 24th Street should include:

° Improve street and sidewalk maintenance.
° Provide financial assistance for commercial and residential rehabilitation and renovation activities.
° Develop additional short-term parking where needed.
° Provide design assistance for storefront remodeling, display, and signing.

Valencia Street

Valencia Street, running one block west of Mission Street, is, in a sense, part of the same commercial district. There is less bus and pedestrian traffic and more of an auto orientation in terms of traffic and the types of commercial services offered. While there are many local convenience stores, there are more auto repair shops, parts stores, and gas stations on Valencia than any of the other shopping areas of the Mission. The apparent volume of commercial activity is less than on Mission and 24th Streets. There is a considerable amount of residential use along the street. The overall condition of buildings along Valencia is fairly good.

Efforts to strengthen and beautify Valencia Street should include:

° Develop a landscaped median strip along the length of the street.
° Discourage the development of additional automobile-servicing uses.
° Encourage new mixed-use development with housing over street-level commercial space.

Sixteenth Street

Sixteenth Street is a wide commercial street with a high volume of automobile traffic. The area has less intense business activity than most of Mission Street; there are a number of vacant lots and parking areas. The street caters to comparatively transient residents. There are a number of bars, restaurants, residence hotels and second-hand stores. Many of the buildings are in need of improvement. There is a need to upgrade the overall area.

Efforts to strengthen and beautify 16th Street should include:

- Improve street and sidewalk maintenance.
- Encourage new commercial and residential development.
- Underground utility lines.
- Landscape transit stops.
- Discourage the operation of pornographic business and pawn shops.
- Rigorously enforce the Housing Code to ensure that residential hotels and apartment houses meet minimum standards of health and safety.

POLICY 2 Promote new or expanded commercial development which complements or improves the character and meets the needs of the community.

New commercial development should be encouraged in the Mission, taking care to preserve the livability of the immediately adjacent residential neighborhoods. New commercial development should be of high design quality and complement the scale and pattern of other buildings in the area. New buildings should have small scale detailing of the facade to avoid large blank walls, unless they are specifically designed for murals. Landscaping and street trees should be provided with all new development.

Pedestrian-oriented activities should be developed at least on the street level. Development of housing over the commercial uses should be encouraged. Parking should be located beneath or behind buildings and not exposed to the main street. New automobile-servicing uses should be prohibited from locating in the shopping districts.

Significant commercial development opportunities presently exist at the intersections of 16th and 24th Streets and Mission Street -- the sites of the two BART Stations, and where zoning height limits are highest. Any proposed commercial development in the vicinity of these corners should be carefully reviewed to ensure high quality development which complements the desirable scale and character of the areas, and meets community needs.

Finally, business expansion or development should avoid requiring demolition of existing rehabilitable residential buildings. If housing demolition is proposed, the value of the existing housing resource should be weighed carefully against the potential benefits to the community of commercial or industrial expansion. If businesses propose to demolish housing, business owners should assume some responsibility to assist households in relocating.

POLICY 3 Promote the multi-ethnic character of the Mission's shopping districts.

Many shops and restaurants of ethnic character are located along the Mission's shopping streets, Mission and 24th Streets in particular. The Latin-American culture is the most widely represented, although many Filipino, Arab, and Indian businesses are being opened. These small specialty businesses attract a wide range of shoppers from both within the Mission as well as city-wide. This multi-ethnic character is a strong asset and drawing factor for the Mission's shopping areas, and it should be emphasized and strengthened.

POLICY 4 Provide parking to serve shoppers while preserving the environment for pedestrians and residents.

While the City's emphasis on meeting the transportation needs of shoppers in the Mission is on public transit, parking facilities should be available for persons traveling by car. The economic viability of commercial areas in the Mission is dependent upon accommodating both forms of transportation.

Compared with other commercial districts in the city (outside of downtown) the Mission is fairly well off in terms of the number of existing commercial and on-street parking spaces. However, further study is needed to determine if there is a need for more parking.

The potential of existing commercial and private parking lots to serve shoppers' needs should be maximized. Parking lots should be restricted to short-term parking, since long-term parking tends to be used by commuters and employees, and impairs the frequent parking turnover needed to attract shoppers. Merchants in the area should encourage their employees to take transit, rather than driving and taking up parking spaces that should serve shoppers. Joint ownership or use of private parking lots should be encouraged to maximize the use of existing parking spaces and to ensure that demand for spaces is always sufficient to keep the lots full. To help meet parking needs of Mission residents, owners of commercial and private parking facilities should open their lots after hours to Mission residents -- as Bayview Savings at 22nd and Mission already does.

In addition to making better use of existing facilities, there should be a continuous assessment of the need for additional parking to serve the commercial districts. Careful consideration should be given to the location, size and appearance of any new parking facilities.

New parking facilities should comply with the following guidelines:

1. Facilities should not be large-scale and should be located in a geographically balanced way.

2. Facilities should either be located beneath or behind buildings and be screened with substantial landscaping.

3. Street trees should be planted if none exist.

4. Direct access onto Mission Street should be discouraged.

5. Facilities should be located so as to minimize traffic impact on residential streets.

POLICY 5 Allow small-scale commercial activities in residential areas where they are compatible and where they do not displace residential use.

The Mission has many commercial uses located throughout its residential areas. In many cases these uses are desirable in residential neighborhoods and provide needed services for residents. Such uses include small grocery stores and other convenience stores which are primarily pedestrian-oriented. Commercial uses in the Mission which are compatible with the surrounding residential area should be retained. The design and operation of these uses should be regulated, however, and owners should be required to maintain their properties so they are compatible with the residential environment.

Because of the large number of commercial uses and mixed-use buildings already existing in residential areas of the Mission, and the availability of commercially zoned properties in the district, no new sites for commercial use should be developed in exclusively residential areas of the Mission. The City should not permit (in exclusively residential areas) the conversion of residentially zoned lots or existing residential units to commercial use. An exception might be if commercial use were necessary to preserve a landmark or architecturally significant building.

POLICY 6 Establish the northeast industrial zone of the Mission (NEIZ) as a mixed use area suitable for industrial, institutional, commercial and residential activities.

The NEIZ area of the Mission contains predominantly industrial uses and a few scattered commercial and residential parcels. As in other industrial areas of the city, land in industrial use has declined over the past ten to 15 years and land in public utility use has increased. Basically, however, the area has remained relatively stable.

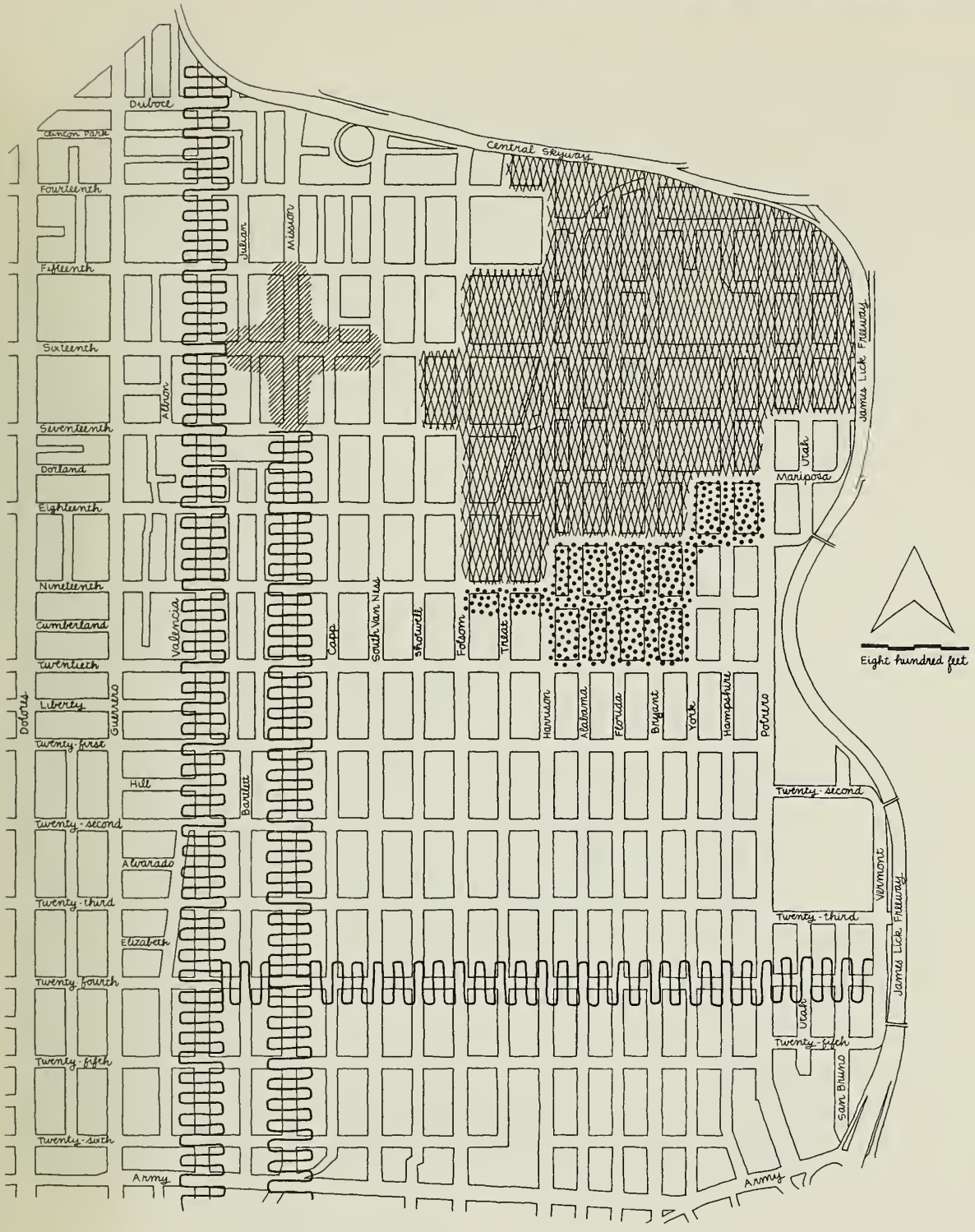
Total employment in the area has also remained fairly constant. A decline of jobs in manufacturing has been balanced by an equivalent increase in service and utility jobs. There is a likelihood of further decline in manufacturing in the NEIZ; in particular, some major food and beverage plants occupying a substantial amount of acreage may be closing.

Even with the probable decline of some industries, the NEIZ continues to be a viable industrial area and should, for the most part, remain so. The smaller industrial buildings provide desirable locations for small-scale manufacturing and wholesaling firms. Some of the larger buildings provide opportunities for reuse by institutional and service establishments. To the extent possible, new industrial activity should be encouraged.

However, it is likely that, given economic trends in the city, not all of this area can be retained in active industrial use. Opportunities will exist in the NEIZ for conversion of certain industrial land to residential or mixed residential/commercial use. Conversion of the areas would best be accomplished by a selective process of redevelopment and phasing out of certain industrial uses. The focus of attention in this conversion should be on reuse of land which becomes available due to the out-migration of the large food processors or other firms using large plants on large parcels.

Any conversion activities should be gradual and should avoid forced relocation of large-scale manufacturing. This can be accomplished through acquisition of properties as they are released from industrial use by existing firms and by acquisition of properties in very low-intensity use. To the extent possible, buildings having generalized space usable by small firms should be retained as long as possible. By contrast, the City should explore actions to ensure removal of abandoned buildings with no potential reuse.

ECONOMIC DEVELOPMENT



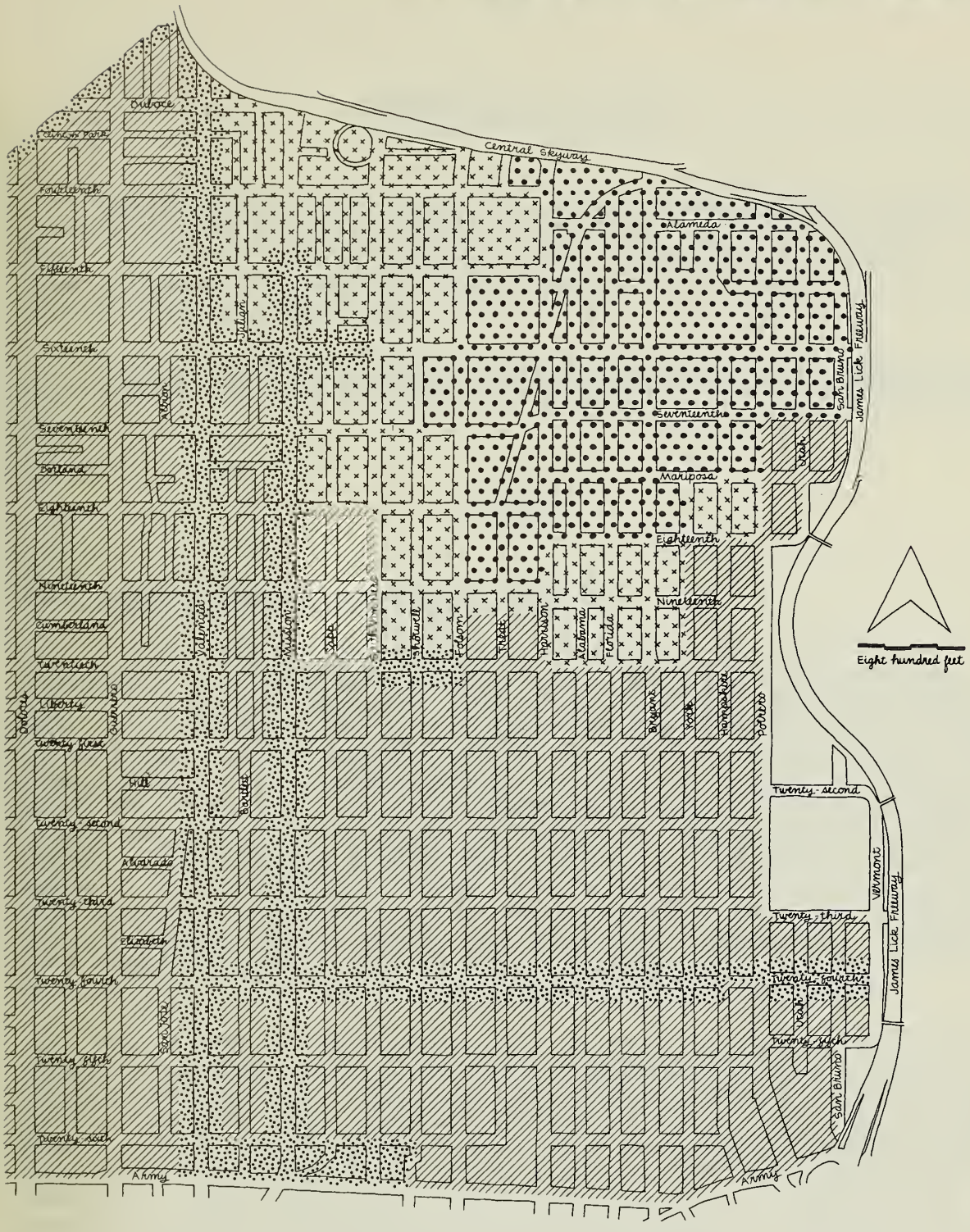
Strengthen and beautify shopping district

Encourage new commercial development

Retain industries

Potential conversion to residential use

PROPOSED GENERALIZED LAND USE



RECOMMENDED PROGRAMS

The following list does not include all projects, programs and studies needed in the Mission. This list identifies only the higher priority programs which would directly involve activities of the Department of City Planning. The numbers do not relate to any order of importance.

Mission community organizations and individuals should be involved in all planning and implementation stages of these programs.

HOUSING

1. Rehabilitation Assistance Program

A study should be undertaken to examine the feasibility of initiating a concentrated rehabilitation program in the Mission. Under the City's current program (the Rehabilitation Assistance Program or RAP), all buildings within the program boundaries would be required to be brought into conformity with the City's Housing Code; however, alternatives where participation would be on a more voluntary basis are being explored. Low-cost financing would be made available to all property owners in the area; hardship loans would be available to certain lower-income owners; and relocation assistance would be provided to any households forced to move as a result of the program. Rent increase guidelines would be established in those buildings where property owners obtain the lower-cost financing. Finally, the City would undertake various public improvements in the area, such as planting of trees and undergrounding of utility lines.

Many areas of the Mission are in need of such a rehabilitation program; however, only a few areas can be undertaken at one time throughout the city. Two areas of different types should be studied in the Mission. One would be bounded by 24th, Harrision and Army Streets and Potrero Avenue. This area contains a comparatively high rate of homeownership and most buildings need improvement but not extensive rehabilitation. The other area to be studied would be bounded by 23rd, Capp, 20th and Folsom Streets. This area is of higher density and contains a large percentage of renters. Most buildings will need a significant amount of rehabilitation work.

The City should work with neighborhood residents and organizations in evaluating the two study areas. The Mission Housing Development Corporation, in particular, should be involved during all stages of the program. Their expertise in rehabilitation financing and counseling should be incorporated into the administration of a housing rehabilitation program in the Mission.

2. Section 8 -- Housing Assistance Payments Program

Because of rising housing costs, lower-income households are finding it increasingly difficult to obtain housing they can afford in the Mission. The new Federal Section 8 program could be used to help retain an economic mix in the Mission and to lessen the hardship of lower-income households already paying more than 25 percent of their incomes for rent.

The Federal Section 8 program provides housing assistance payments to owners of buildings who rent to lower-income households. Eligible households pay between 15 and 20 percent of their incomes for rent, and the remainder of the fair market rent is paid by the Federal Government.

The Section 8 subsidies offer several kinds of opportunities to expand housing choice for the Mission's lower-income renter households. Section 8 - New Construction subsidies could be used when new housing is developed in the Mission. Section 8 - Substantial Rehabilitation subsidies could be used to minimize financial hardships faced by tenants when their housing is rehabilitated and rents increase beyond their ability to pay. Section 8 - Existing subsidies could be used to assist lower-income households living in residential hotels in the Mission.

3. Study of Housing Existing in Industrial Areas of the Mission

A study should be undertaken to evaluate the desirability and feasibility of retaining residential use in the industrial areas of the Mission. The housing should be evaluated as to the need it serves, the availability of comparable housing elsewhere in the Mission, and the ability of the housing to provide a viable living situation. In cases where residential buildings are grouped together, the groupings should be evaluated for their potential to function as contained residential neighborhoods.

For that housing which should be retained, an improvement program should be developed which would buffer the housing from adjacent industry, and improve housing and environmental conditions in the immediate area. In particular, the clusters around 15th and Natoma, and Shotwell and 17th Streets should be evaluated.

The City should work closely with the Mission Housing Development Corporation, housing occupants, and owners of the surrounding industries to work out solutions to this problem.

NEIGHBORHOOD SERVICES, FACILITIES AND ENVIRONMENT

1. Acquiring and Developing New Parks

The Mission is designated as a high-need area for new recreation and open space facilities. The community has developed a list of priority facilities and sites which they feel are the most important and would meet the neighborhood's most immediate recreation needs. The community's proposals include:

1. Expansion of Mission Playground.

2. Acquiring land on San Jose Avenue between 25th and 26th Streets to develop a minipark.

3. Acquiring land at the northeast corner of Army and Potrero for the "Farm" proposal.

4. Acquiring land at either 23rd and Harrison or 20th and Harrison to develop a major new park.

5. Renovating the Garfied Square recreation area.

6. Re-opening McKinley Park west of the freeway (next to S.F. General Hospital) for community recreational use.

This list should not be considered all-inclusive, since other sites are also being investigated; however, these are considered by the community to be the most important at this time. The City should work with neighborhood organizations and individuals to determine which of these sites should be acquired and developed. The City's Open Space Acquisition and Park Renovation Fund should be used to purchase and develop sites, as well as other sources of public and private funds.

2. Study of the Feasibility of Acquiring and Developing the Mission Armory as a Community Center and Indoor Recreational Facility.

The National Guard Armory at 14th and Mission Streets offers an opportunity to develop a community center/indoor recreation facility in the Mission. The National Guard is vacating the facility and putting it up for sale. The City should work with community residents

to evaluate the Armory's potential for use as a community center, including the financial feasibility of acquisition, conversion and maintenance. The option of demolishing the building and using the site to develop a neighborhood center should also be explored.

TRANSPORTATION

1. Protected Residential Areas (PRA)

The PRA program is a City-sponsored program designed to protect residential areas from the impact of excessive amounts of through traffic traveling on local streets. The program involves narrowing streets at intersections to discourage fast, through traffic. In addition, trees are planted and benches are installed to beautify the streets.

The Department of City Planning, Department of Public Works and community residents should work together to develop PRA plans and a five-year implementation schedule for Bryant, Harrison, Folsom and Guerrero Streets. To facilitate program approvals, the City should expedite the planning and hearing processes so that the time period between planning and actual implementation of the improvements is shortened.

2. Developing Improved East/West Transit Service

While the Mission has an adequate amount of transit serving the district's north/south streets, it does not have adequate transit service on its east/west streets. The residential area east of Mission Street has only one line, running along 24th Street, and residents living north of 24th Street must walk a number of blocks to reach any transit lines. In particular, access to Mission Street is difficult and many residents must drive to shop along the street. The Department of City Planning should work with Muni and neighborhood residents to develop improved east/west transit service for the residential area north of 24th Street.

ECONOMIC DEVELOPMENT

1. Mission Street Commercial Study

The Department of City Planning, in conjunction with Mission Street merchants and community residents, should undertake a commercial study of Mission Street. The purpose of the study should be to examine realistic future development alternatives for Mission

Street; to identify ways in which public, private and joint efforts could most effectively improve the overall economic vitality and physical environment of the street; and to determine an appropriate interface between the commercial activity and the surrounding residential neighborhoods.

2. Development of an Improvement Program for the 24th Street Shopping District (Mission to Potrero)

A comprehensive improvement program is needed to maintain the 24th Street commercial area, with its small Latin-oriented shops and restaurants, as a stable area of business activity in the Mission. The improvement program should deal with both upgrading the appearance of the street and developing ways of strengthening the local businesses. Programs of financial assistance may be needed along with planning and design.

3. Study of the 16th Street Commercial Area and Development of an Improvement Program

A study should be made of the 16th Street commercial area to determine the most effective way to improve and strengthen the area. Particular attention should be given to maintaining health and safety standards in the residential hotels and apartment buildings; to reversing the trend of pornographic businesses locating in the area; and to attracting desirable new commercial development.

4. Improving the Publicly Owned Parking Lot at Bartlett and 21st Streets

The publicly owned parking lot on Bartlett Street is now an unsightly, unlandscaped, concrete area. In addition, the majority of the meters are for long-term (eight-hour) parking which does not serve shoppers' needs for short-term spaces. The Department of City Planning, Parking Authority and other involved City agencies should develop a landscaping plan for the parking lot which improves its appearance and visually buffers the automobiles from the surrounding residential area. The Parking Authority should replace all eight-hour meters with one- or two-hour ones. During the evening hours the parking lot should be available to residents for overnight parking.

The City should also examine the desirability and feasibility of constructing a deck over the existing lot to provide more parking for shoppers and possibly space for recreational use.

5. Evaluation of the Mission Housing Development Corporation's Proposal to Convert Areas of the Northeast Industrial Zone (NEIZ) of the Mission to Residential Use

The Mission Housing Development Corporation has put together a proposal for converting certain industrial land in the NEIZ to residential and recreational use. The Department of City Planning, in conjunction with the MHDC and community representatives, should review the proposal, survey industrial lands for potential conversion to residential use or other community service use, and explore various development options for the area.

MISSION - STATISTICAL PROFILE

POPULATION

51,870 Total Persons in 1970

51,144 Total Persons in 1960

1960-1970 Net Gain of 730 Persons

COMPOSITION

Race	No. Persons	% Total
White	42,641	81%
(Latino)	(23,183)	(45%)
Black	2,713	5%
Asian	4,948	10%
Other	2,105	4%
Total	51,870	100%

AGE

Years of Age	No. Households	% Total
Under 5	4,701	9.1%
5-14	7,943	15.3%
15-64	33,031	63.6%
Over 65	6,199	11.9%

Median Age 29.7 years

HOUSEHOLD SIZE

Persons per Household	No. Households	% Total
1	7,359	36.7%
2	5,334	26.6%
3-5	5,685	28.4%
6 or more	1,648	8.2%
Total	20,026	100.0%

EMPLOYMENT STATUS

Male	No. Persons	% Total
Civilian Labor Force	13,021	100.0%
Employed	11,652	89.5%
Unemployed	1,367	10.5%
Female		
Civilian Labor Force	8,743	100.0%
Employed	7,974	91.2%
Unemployed	769	8.8%

Source: 1970 U.S. Census

Note: This data is based upon Census Tracts 177, 201,207,208,209,210, 228, and 229. The boundaries of these tracts extend slightly beyond the boundaries used in this plan to define the Mission district. Minor discrepancies in the data are due to differences in the various counts of the 1970 U.S. Census.

OCCUPATION

Type Occupation	No. Persons (Employed, 16 years or over)	Percent
Professional, Technical, Kindred	1,571	7.8
Managers and Administrators	753	3.8
Sales Workers	758	3.8
Clerical and Kindred	5,101	25.9
Craftsmen, Foremen and Kindred	2,263	11.5
Operators	2,282	14.3
Transport Equipment Operators	742	3.8
Laborers	1,385	7.0
Service Workers	3,591	20.1
Private Household Workers	347	1.8
TOTAL	18,793	100.0%

Source: 1970 U.S. Census

ANNUAL INCOME DISTRIBUTION

Families

Income Range $	No. Households	Percent
$ 4,999 or less	3,652	32.0
5,000 - 7,999	2,618	22.9
8,000 - 9,999	1,555	13.6
10,000 - 14,999	2,343	20.5
15,000 or more	1,255	10.9
TOTAL	11,423	100.0 %

Unrelated Individuals

Income Range $	No. Households	Percent
$ 4,999 or less	7,477	63.3
5,000 - 7,999	2,581	21.9
8,000 - 9,999	963	8.2
10,000 - 14,999	628	5.3
15,000 or more	162	1.4
TOTAL	11,811	100.0 %

Source: 1970 U.S. Census

H O U S I N G

UNITS BY STRUCTURE TYPE

Type Structure	No. Units	Percent
Single Family	2,819	11.7
2 Units	3,913	16.3
3-4 Units	4,239	17.6
5-9 Units	3,983	16.6
10 or more Units	6,130	25.5
Residential Room	2,955	12.3
Total	24,039	100.0 %

TENURE

	No. Households	Percent
Homeowner	2,947	14.7
Renter	17,079	85.3
Total	20,026	100.0%

Source: 1970 U.S. Census

VACANCY RATE

Unit Size	% Vacant
Studio	6.5
1 bedroom	1.6
2 bedrooms	1.1
3+ bedrooms	0
Residential Rooms	20.2

Overall rate minus Residential Rooms 2.4%

Source: S.F. Department of City Planning 1973 Vacancy Survey

CHANGE IN HOUSING STOCK

Year	No. Units New Construction	No. Units Demolished	Net Change in Units
1960-1969	1,321	548	+773
1970-1974	197	148	+ 49
1960-1975	1,518	696	+822

Source: Changes in the San Francisco Housing Inventory 1969-1974
SF Department of City Planning

VALUE OF OWNER-OCCUPIED SINGLE-FAMILY HOMES

Value $	No. Units	Percent
Less than $10,000	22	1.7
10,000 - 19,999	392	30.9
20,000 - 34,999	694	54.9
35,000 - 49,999	135	10.7
50,000 or more	22	1.7
Total	1,265	100.0 %

Source: 1970 U.S. Census

GROSS RENTAL RANGES

Rent $	No. Units	Percent
Less than 79	3116	18.2
80 -- 99	3177	18.5
100 - 149	7876	46.0
150 - 199	2407	14.0
200 - 249	247	1.4
$250 or more	313	1.8
Total	17,146	100.0

Source: 1970 U.S. Census

OVERCROWDING

Persons Per Room	No. Units	Percent
1.00 or less	17,281	86.3
1.01 or more (overcrowded)	2,745	13.7
Total	20,026	100.0

Source: 1970 U.S. Census

LAND USE

Use	Total Acres	Percent
Gross Area of Mission	1,246.94	
Net Land Area	826.12	100.0
Residential	338.18	40.9
Commerce	136.62	16.6
Industry	180.16	21.8
Utility	25.33	3.0
Institutional	26.75	3.3
Public	101.44	12.2
Private Recreation	1.96	0.2
Vacant	15.68	1.9

Source: San Francisco Land Use Tabulations for 1970
San Francisco Department of City Planning, 1973